Annual Index

Index to Volume 44, January-December 1991

SUBJECT INDEX

A

ACCESS TO CARE
Teaching hospitals: maintaining balance (Miller; Gardner) Sep-4

ADVOCACY
The AHA mobilizes constituents for health care reform (Kroll) Jul-9
Trustees take hospitals' message to Congress (Kroll) Jun-3

AIDS
Disabilities act poses legal hurdles (Hudson) Apr-15
The HIV-infected clinician: To exclude or not to exclude? (Bayer) May-16

ALTERNATIVE DELIVERY MODELS
Home care: the wave of the future? (Sabatino) Nov-4
Women are key health care market (Anderson) May-18

AMERICAN HOSPITAL ASSOCIATION
AHA convention preview Jun-10
Employing foreign nurses (Lunetta) Apr-3
New AHA president sets association's course (Davidson; Grayson) Aug-18
The AHA mobilizes constituents for health care reform (Kroll) Jul-9
The AHA's reform plan (Smith) Aug-19
Trustee orientation: AHA videos (Gardner) Apr- 22

AUXILIANS
Trustees and service volunteers: the case for closer ties (Sabatino) Jul-4
Women in the boardroom: Auxilians define the word "volunteer" (Klens) Mar-28

B

BOARD-CEO RELATIONS
Balancing the board-CEO relationship: the CEO's role (Korngold; Lueke Apr-10
Balancing the board-CEO relationship: the trustee's role (Luecke; Korngold) Mar-14
Board-CEO compensation concerns (Browdy) May-22
CEO turnover: study findings help boards solve the puzzle (Wesbury Jr.; Williams III; Caver) May-4
Effective board communication (Barr) Aug-20
How CEOs can use trustees' business skills (Johnsson) Jul-22
Preventing board conflict over mission versus margin (Johnsson) Oct-14
Study reveals nature of board-CEO reltions (Earle; Alexander; Longo) Feb-20
The care and feeding of a CEO (Klens) May-28

BONDS
Lessons from a first-time borrower (McManus; Yank) Sep-12

C

CAPITAL FINANCE
Business office innovations improve hospital cash flow (Anderson) Jun-13
Capital payment proposal: a riverboat gamble (Rock) May-11
HCFA Administrator Gail Wilensky discusses capital payment (Wilensky; Gardner) Mar-6
Identifying capital needs consistent with hospital mission (Solovy; Koval; Mikhail) Nov-12
It's not too late for HCFA to reconsider capital-payment plan (McCarthy) Mar-7
Lessons from a first-time borrower (McManus; Yank) Sep-12
Strategic capital planning: System looks toward the future (Shultz) Oct-10
Technology acquisition: System works toward planned approach, collaborative models (Ummel; Gardner) Jun-4
Investing limited capital funds (Cerne) Dec-17

CHIEF EXECUTIVE OFFICERS
See also **EXECUTIVE SEARCH**
Annual compensation survey: incentive plans on the upswing (Williams; Coolidge) Oct-7
Balancing the board-CEO relationship: the CEO's role (Korngold; Luecke) Apr-10
CEO firings: warning signs of unhappy boards (Johnsson) Dec-16
CEO turnover: study findings help boards solve the puzzle (Wesbury Jr.; Williams III; Caver) May-4
Executive outplacement services: what trustees need to know (Broscio; Larson) Jan-26
The care and feeding of a CEO (Klens) May-28

COMMUNITY NEEDS
Board confronts community opposition to hospital merger (Carroll; Gardner) Aug-4
Boards lead capital campaign (Ringhouse) May-13
Community benefit and tax exemption—topics of Trustee Forum (Gardner) Aug-22
Health promotion sparks community service initiatives (Giloth; Kernaghan) Mar-10
Leadership volunteers are responsible to their communities (Klens) Sep-24
Promoting job skills in health care (Chapman; Kurtz) Mar-18
Teaching hospitals: maintaining balance (Miller; Gardner) Sep-4
Toward a community-based health care system (Umbdenstock) Jul-10
Trustees: agents of community need (Klens) Apr-24
Trustees and service volunteers: the case for closer ties (Sabatino) Jul-4

CONSTRUCTION AND DESIGN
Boards lead capital campaign (Ringhouse) May-13
Community hospital builds new facility with an eye to the future (Greenlaw; Gardner) Feb-8
Medical office buildings—a marketing strategy (Fey) Aug-21
Master-site planning: a trustee's guide to the process (Frommelt) Feb-13

CREDENTIALING
Changing MD behavior through continuous quality improvement (Thompson) Oct-16
Economic credentialing: balancing quality with financial reality (Ewell) Mar-12
Medical credentialing and the impact of the data bank (Rozovsky) Aug-12
Medical staff privileges: key to safeguarding quality (Roe) Jul-6

D

DIRECTORS AND OFFICERS LIABILITY
Preventing malpractice: the board's role in risk management (Orlikoff) Sep-8
Risk management for the board (Burdett) Jun-16

DIVERSIFICATION
Back to basics: dismantling elaborate corporate structures (Johnsson) Oct-12

DRUGS
Providers offer prescription for Medicaid drug-pricing law (Chaconas) Dec-12

E

EDUCATION
Hospitals need informed trustees (Klens) Jan-28
Teaching hospitals: maintaining balance (Miller; Gardner) Sep-4

ENVIRONMENTAL SAFETY
Hospitals face conflicting environmental laws (Kuhn) Jan-3
The hidden costs of health care (Klens) Jul-24

ETHICS
Cost containment through control of services: lessons from Oregon (Paris; O'Connell) Oct-15
Developing effective DNR policies (Lovinger; Karpiak) Mar-20
Decisions near the end of life (Hudson) Jun-20
Easing passages: a hospital's policy on life-sustaining treatment (Sabatino) Oct-4
Forced cesarean case leads to policy on pregnancy rights (Phillips) Apr-14
The HIV-infected clinician: To exclude or not to exclude? (Bayer) May-16

EXECUTIVE SEARCH
When internal candidates want to be CEO: guidelines for the board (Tyler) Nov-14

Annual Index

Index to Volume 44, January-December 1991

SUBJECT INDEX

A

ACCESS TO CARE
Teaching hospitals: maintaining balance (Miller; Gardner) Sep-4

ADVOCACY
The AHA mobilizes constituents for health care reform (Kroll) Jul-9
Trustees take hospitals' message to Congress (Kroll) Jun-3

AIDS
Disabilities act poses legal hurdles (Hudson) Apr-15
The HIV-infected clinician: To exclude or not to exclude? (Bayer) May-16

ALTERNATIVE DELIVERY MODELS
Home care: the wave of the future? (Sabatino) Nov-4
Women are key health care market (Anderson) May-18

AMERICAN HOSPITAL ASSOCIATION
AHA convention preview Jun-10
Employing foreign nurses (Lunetta) Apr-3
New AHA president sets association's course (Davidson; Grayson) Aug-18
The AHA mobilizes constituents for health care reform (Kroll) Jul-9
The AHA's reform plan (Smith) Aug-19
Trustee orientation: AHA videos (Gardner) Apr- 22

AUXILIANS
Trustees and service volunteers: the case for closer ties (Sabatino) Jul-4
Women in the boardroom: Auxilians define the word "volunteer" (Klens) Mar-28

B

BOARD-CEO RELATIONS
Balancing the board-CEO relationship: the CEO's role (Korngold; Lueke Apr-10
Balancing the board-CEO relationship: the trustee's role (Luecke; Korngold) Mar-14
Board-CEO compensation concerns (Browdy) May-22
CEO turnover: study findings help boards solve the puzzle (Wesbury Jr.; Williams III; Caver) May-4
Effective board communication (Barr) Aug-20
How CEOs can use trustees' business skills (Johnsson) Jul-22
Preventing board conflict over mission versus margin (Johnsson) Oct-14
Study reveals nature of board-CEO reltions (Earle; Alexander; Longo) Feb-20
The care and feeding of a CEO (Klens) May-28

BONDS
Lessons from a first-time borrower (McManus; Yank) Sep-12

C

CAPITAL FINANCE
Business office innovations improve hospital cash flow (Anderson) Jun-13
Capital payment proposal: a riverboat gamble (Rock) May-11
HCFA Administrator Gail Wilensky discusses capital payment (Wilensky; Gardner) Mar-6
Identifying capital needs consistent with hospital mission (Solovy; Koval; Mikhail) Nov-12
It's not too late for HCFA to reconsider capital-payment plan (McCarthy) Mar-7
Lessons from a first-time borrower (McManus; Yank) Sep-12
Strategic capital planning: System looks toward the future (Shultz) Oct-10
Technology acquisition: System works toward planned approach, collaborative models (Ummel; Gardner) Jun-4
Investing limited capital funds (Cerne) Dec-17

CHIEF EXECUTIVE OFFICERS
See also **EXECUTIVE SEARCH**
Annual compensation survey: incentive plans on the upswing (Williams; Coolidge) Oct-7
Balancing the board-CEO relationship: the CEO's role (Korngold; Luecke) Apr-10
CEO firings: warning signs of unhappy boards (Johnsson) Dec-16
CEO turnover: study findings help boards solve the puzzle (Wesbury Jr.; Williams III; Caver) May-4
Executive outplacement services: what trustees need to know (Broscio; Larson) Jan-26
The care and feeding of a CEO (Klens) May-28

COMMUNITY NEEDS
Board confronts community opposition to hospital merger (Carroll; Gardner) Aug-4
Boards lead capital campaign (Ringhouse) May-13
Community benefit and tax exemption—topics of Trustee Forum (Gardner) Aug-22
Health promotion sparks community service initiatives (Giloth; Kernaghan) Mar-10
Leadership volunteers are responsible to their communities (Klens) Sep-24
Promoting job skills in health care (Chapman; Kurtz) Mar-18
Teaching hospitals: maintaining balance (Miller; Gardner) Sep-4
Toward a community-based health care system (Umbdenstock) Jul-10
Trustees: agents of community need (Klens) Apr-24
Trustees and service volunteers: the case for closer ties (Sabatino) Jul-4

CONSTRUCTION AND DESIGN
Boards lead capital campaign (Ringhouse) May-13
Community hospital builds new facility with an eye to the future (Greenlaw; Gardner) Feb-8
Medical office buildings—a marketing strategy (Fey) Aug-21
Master-site planning: a trustee's guide to the process (Frommelt) Feb-13

CREDENTIALING
Changing MD behavior through continuous quality improvement (Thompson) Oct-16
Economic credentialing: balancing quality with financial reality (Ewell) Mar-12
Medical credentialing and the impact of the data bank (Rozovsky) Aug-12
Medical staff privileges: key to safeguarding quality (Roe) Jul-6

D

DIRECTORS AND OFFICERS LIABILITY
Preventing malpractice: the board's role in risk management (Orlikoff) Sep-8
Risk management for the board (Burdett) Jun-16

DIVERSIFICATION
Back to basics: dismantling elaborate corporate structures (Johnsson) Oct-12

DRUGS
Providers offer prescription for Medicaid drug-pricing law (Chaconas) Dec-12

E

EDUCATION
Hospitals need informed trustees (Klens) Jan-28
Teaching hospitals: maintaining balance (Miller; Gardner) Sep-4

ENVIRONMENTAL SAFETY
Hospitals face conflicting environmental laws (Kuhn) Jan-3
The hidden costs of health care (Klens) Jul-24

ETHICS
Cost containment through control of services: lessons from Oregon (Paris; O'Connell) Oct-15
Developing effective DNR policies (Lovinger; Karpiak) Mar-20
Decisions near the end of life (Hudson) Jun-20
Easing passages: a hospital's policy on life-sustaining treatment (Sabatino) Oct-4
Forced cesarean case leads to policy on pregnancy rights (Phillips) Apr-14
The HIV-infected clinician: To exclude or not to exclude? (Bayer) May-16

EXECUTIVE SEARCH
When internal candidates want to be CEO: guidelines for the board (Tyler) Nov-14

Working with a search consultant (Earle) Nov-22

F

FINANCIAL MANAGEMENT
See also **CAPITAL FINANCE**
Business office innovations improve hospital cash flow (Anderson) Jun-13
Back to basics: dismantling elaborate corporate structures (Johnsson) Oct-12
Identifying capital needs consistent with hospital mission (Solovy; Koval; Mikhail) Nov-12
Investment management for the long term (Solberg) Jan-10
FUND RAISING
Boards lead capital campaign (Ringhouse) May-13
Foundations take the reigns in fund raising (Harvey; Gardner) Apr-6
Fund raising in hard times (Johnsson) Feb-16

G

GERIATRIC CARE
Geriatric care management saves money, improves care (Polich; Parker) Jan-18
Geriatric psychiatric units: caring for patients nobody wants (Baer; Plumer) Apr-16
GOVERNANCE
Bylaws dictate governance model (Pahl) Apr-19
Corporate restructuring prompts board self-evaluation (Schlenker; Martinsons) Jan-8
Effective board communication (Barr) Aug-20
How CEOs can use trustees' business skills (Johnsson) Jul-22
Institutional decision making: What role for nurses? (Sabatino) Apr-8
Lessening strains between parent and local boards (Sabatino) Feb-10
Preventing board conflict over mission versus margin (Johnsson) Oct-14
RNs on the board: a leg to stand on (Davis) Apr-18
System stresses balance (Tibbitts) Feb-24
Trustee orientation: AHA videos (Gardner) Apr-22
Trustees who make a difference to health care (Gardner) Dec-4
When physicians join the governance team (Koska) May-8

H

HEALTH POLICY
Capital payment proposal: a riverboat gamble (Rock) May-11
Changes in outpatient payments could cost a bundle (Chaconas) Oct-6
HCFA Administrator Gail Wilensky discuses capital payment (Wilensky; Gardner) Mar-6
Hospitals grapple with HCFA's rules for clinical labs (Rosenberg) Jun-18
It's not too late for HCFA to reconsider capital-payment plan (McCarthy) Mar-7
Local governments call for health care reform (Hudson) Feb-18
Medical winter of our discontent (Heric) May-23
More cuts in outpatient payment (Chaconas) Apr-11
New AHA president sets association's course (Davidson; Grayson) Aug-18
Quality and costs: Do you hear the next shoe dropping? (Desmarais) Sep-18
The AHA's reform plan (Smith) Aug-19
Trustees and health care priorities (Smith) Nov-16
Will consumer concerns about hospitals cloud legislators' views? (Johnsson) May-20
HOME CARE
Home care: the wave of the future? (Sabatino) Nov-4

J

JOINT VENTURES
The advantages of networking for urban/rural hospitals (Kant) Jan-12
Safe harbors make for rough sailing (Luggiero) Nov-7
Technology acquisition: System works toward planned approach, collaborative models (Ummel; Gardner) Jun-4

L

LAW
Hospital attorneys fear COBRA link to malpractice cases (Hudson) Jul-14
Hospitals det ·nt in filing tax form for community benefit (Hudson) Aug-15
Lawsuits can be rocky road to adequate medicaid reimbursement (Hudson) Jan-20
New law on advance directives (Hudson) Mar-23
Providers offer prescription for Medicaid drug-pricing law (Chaconas) Dec-12
LEGISLATION
Disabilities act poses legal hurdles (Hudson) Apr-15
Hospitals grapple with HCFA's rules for clinical labs (Rosenberg) Jun-18

M

MEDICAID
Lawsuits can be rocky road to adequate Medicaid reimbursement (Hudson) Jan-20
Medicaid funding mechanisms (Collins) Sep-7
Medicaid: key to health care reform (Collins) Feb-12
Providers offer prescription for Medicaid drug-pricing law (Chaconas) Dec-12
Safe harbors make for rough sailing (Luggiero) Nov-7
States battle new Medicaid funding regula tions (Hudson) Nov-11
MEDICAL STAFF
See also **CREDENTIALING; PHYSICIAN RECRUITMENT**
Changing MD behavior through continuous quality improvement (Thompson) Oct-16
Getting the right people involved in medical staff planning (Zuckerman) Dec-20
Medical office buildings—a marketing strategy (Fey) Aug-21
Medical staff privileges: key to safeguarding quality (Roe) Jul-6
Medical winter of our discontent (Heric) May-23
Physician leaders give management a report card (Koska) Apr-12
Planning for early MD retirement (Hawkins) Jan-14
Toward integrated care: new medical staff organizations (Smith; Corning) Sep-14
When physicians join the governance team (Koska) May-8
MEDICARE
A Medicare strategy for quality (Lohr) Jun-12
Changes in outpatient payments could cost a bundle (Chaconas) Oct-6
Hospitals grapple with HCFA's rules for clinical labs (Rosenberg) Jun-18
Hospitals sizing up impact of Medicare physician fee schedule (Blankenau) Aug-11
More cuts in outpatient payment (Chaconas) Apr-11
Safe harbors make for rough sailing (Luggiero) Nov-7
MERGERS
Board confronts community opposition to hospital merger (Carroll; Gardner) Aug-4

N

NURSING
Bylaws dictate governance model (Pahl) Apr-19
Employing foreign nurses (Lunetta) Apr-3
Institutional decision making: What role for nurses? (Sabatino) Apr-8
Nurses seek expanded role in quality improvement process (Koska) Dec- XX
RNs on the board: a leg to stand on (Davis) Apr-18

O

OUTPATIENT SERVICES
Are hospitals prepared for more growth in ambulatory care? (Anderson) Sep-16
Changes in outpatient payments could cost a bundle (Chaconas) Oct-6
Health promotion sparks community service initiatives (Giloth; Kernaghan) Mar-10
Industrial rehabilitation—a win/win outpatient program (Eaton) Feb-22
More cuts in outpatient payment (Chaconas) Apr-11
New surgical techniques will improve outcomes, decrease costs (Alder; Lewis) Jul-16
Women are key health care market (Anderson) May-18

P

PATIENT SATISFACTION
Can outcomes data affect end-of-life
(continued on page 26)

Annual Index *continued*

decisions? (Koska) Jul-12
Patient-centered care: Can you afford not to have it? (Koska) Jan-16
PERSONNEL
Health care in the '90s: a human resources revolution (Caver) Sep-10
Promoting job skills in health care (Chapman; Kurtz) Mar-18
PHILANTRHOPY
see **FUND RAISING**
PHYSICIAN RECRUITMENT
MD recruitment in rural hospitals requires special trustee support (Klens) Oct-24
Supporting MD recruitment (Bonds) Jul-17
PROSPECTIVE PAYMENT SYSTEM
Changes in outpatient payments could cost a bundle (Chaconas) Oct-6
More cuts in outpatient payment (Chaconas) Apr-11

Q

QUALITY
Can outcomes data affect end-of-life decisions? (Koska) Jul-12
Changing MD behavior through continuous quality improvement (Thompson) Oct-16
A Medicare strategy for quality (Lohr) Jun-12
Going on a JCAHO survey (Klens) Feb-28
Is traditional quality assurance on its way out? (Koska) Sep-13
JCAHO report assesses hospitals' standards compliance (Koska) Feb-14
Medical staff privileges: key to safeguarding quality (Roe) Jul-6
New approaches in quality: CQI (Orlikoff; Totten) May-14
Nurses seek expanded role in quality improvement process (Koska) Dec-18
Patient-centered care: Can you afford not to have it? (Koska) Jan-16
Possible internal quality indicators for monitoring clinical practice (Orlikoff; Totten) Aug-24
Quality and costs: Do you hear the next shoe dropping? (Desmarais) Sep-18
The board's job in QA depends on the information it receives (Klens) Aug-24

R

REHABILITATION
Industrial rehabilitation—a win/win outpatient program (Eaton) Feb-22
REFORM
Health care reform: Trustees can be part of the solution (Klens) Jun-24
Local governments call for health care reform (Hudson) Feb-18
Medicaid: key to health care reform (Collins) Feb-12
The AHA mobilizes constituents for health care reform (Kroll) Jul-9
The AHA's reform plan (Smith) Aug-19
RISK MANAGEMENT
Preventing malpractice: the board's role in risk management (Orlikoff) Sep-8
Risk management for the board (Burdett) Jun-16
Risk management—the next step after D&O insurance (Klens) Dec-28
RURAL HOSPITALS
MD recruitment in rural hospitals requires special trustee support (Klens) Oct-24

S

STRATEGIC PLANNING
A guide for rural health care (Parsons; Stacey; Bigelow) Aug-16
Building teamwork by recognizing corporate cultures in the hospital (Spicer) Jun-14
Master-site planning: a trustee's guide to the process (Frommelt) Feb-13
Strategic capital planning: System looks toward the future (Shultz) Oct-10
Strategic planning: a "how-to" guide (Pratt) Mar-16
Strategic planning: using a matrix to help set priorities (Scavatto) Nov-8
Taking risks to redefine the strategic plan (Draba) May-12
Toward a community-based health care system (Umbdenstock) Jul-10
What is the business of hospitals? (Schmeissing; Cade) Jan-22
SUBSTANCE ABUSE
Helping health care professionals confront substance abuse (De Sanctis) Dec-13

T

TAXES/TAX EXEMPTION
Community benefit and tax exemption—topics of Trustee Forum (Gardner) Aug-22
Hospitals deficient in filing tax form for community benefit (Hudson) Aug-15
Reaffirming mission under threat of tax-exemption loss (Luggiero) Mar-9
Will consumer concerns about hospitals cloud legislators' views? (Johnsson) May-20
TECHNOLOGY
High-tech health care: How much can we afford? (Johnsson) Nov-10
High-tech medical equipment—acquisition is just the beginning (Klens) Nov-24
New surgical techniques will improve outcomes, decrease costs (Alder; Lewis) Jul-16
Technology acquisition: System works toward planned approach, collaborative models (Ummel; Gardner) Jun-4
Investing limited capital funds (Cerne) Dec-17
TRUSTEES
Avoiding trustee conflict of interest (Johnsson) Sep-22
Balancing the board-CEO relationship: the trustee's role (Luecke; Korngold) Mar-14
Health care reform: Trustees can be part of the solution (Klens) Jun-24
How CEOs can use trustees' business skills (Johnsson) Jul-22
Women in the boardroom: Auxilians define the word "volunteer" (Klens) Mar-28
Trustees: agents of community need (Klens) Apr-24
Trustees and health care priorities (Smith) Nov-16
Trustees and service volunteers: the case for closer ties (Sabatino) Jul-4
Trustees who make a difference to health care (Gardner) Dec-4

U

UTILIZATION REVIEW
Quality and costs: Do you hear the next shoe dropping? (Desmarais) Sep-18

V

VIDEOTAPES
Thumbs up for governance video (Gardner) Oct-16
Trustee orientation: AHA videos (Gardner) Apr-22

Author Index

Alder, Henry C., Jul-16
Alexander, Jeffrey, Feb-20
Anderson, Howard J., May-18, Jun-13,Sep-16
Baer, William C., Apr-16
Barr, Richard, Aug-20
Bayer, Ronald, May-16
Bigelow, Mark L., Aug-16
Blankenau, Renee, Aug-11
Bonds, Roger, Jul-17
Broscio, Michael A., Jan-26
Browdy, Jerad D., May-22
Burdett, Robert J., Jr., Jun-16
Cade, Michel K., Jan-22
Carroll, Dick, Aug-4
Caver, Michael D., May-4, Sep-10
Cerne, Frank, Dec-17
Chaconas, Judy, Apr-11, Oct-6, Dec-12
Chapman, Thomas, Mar-18
Collins, Molly, Feb-12, Sep-7
Coolidge, R. Scott, Oct-7
Corning, Susan P., Sep-14
Davidson, Dick, Aug-18
Davis, Anne Hall, Apr-18
Desmarais, Henry R., Sep-18
De Sanctis, Dona, Dec-13
Draba, Robert E., May-12
Earle, Paul W., Feb-20, Nov-22
Eaton, Kate, Feb-22
Ewell, Charles M., Mar-12
Fey, Robert A., Aug-21
Frommelt, Jeffrey J., Feb-13
Gardner, Karen, Feb-8, Mar-6, Apr-6;22, Jun-4, Aug-4;22, Sep-4, Oct-22, Dec-4
Giloth, Barbara, Mar-10
Grayson, Mary, Aug-18
Greenlaw, Hunter, Feb-8
Harvey, James D., Apr-6
Hawkins, Joseph, Jan-14
Heric, Thomas M., May-23

Hudson, Terese, Jan-20, Feb-18, Mar-23, Apr-15, Jun-20, Jul-14, Aug-15, Nov-11
Johnsson, Julie, Feb-16, May-20, Jul-22, Sep-22, Oct-12; 14, Nov-10, Dec-16
Karpiak, James, Mar-20
Kernaghan, Salvinija, Mar-10
Klens, Shirley R., Jan-28, Feb-28, Mar-28, Apr-24, May-28, Jun-24, Jul-24, Aug-24, Sep-24, Oct-24, Nov-24, Dec-28
Korngold, Alice, Mar-14, Apr-10
Koska, Mary T., Jan-16, Feb-14, Apr-12, May-4, Jul-12, Sep-13, Nov-15, Dec-18
Kroll, Steve, Jun-3, Jul-9
Kuhn, Herb, Jan-3
Kurtz, Jo Ann, Mar-18
Larson, Donald K., Jan-26
Lewis, Steven J., Jul-16
Lohr, Kathleen N., Jun-12
Longo, Daniel R., Feb-20
Lovinger, Gail, Mar-20
Luecke, Randall W., Mar-14, Apr-10
Luggiero, Gary, Mar-9, Nov-7
Lunetta, Carla, Apr-3
Martinsons, Jane, Jan-8
McCarthy, Carol M., Mar-7
McManus, Michael, Sep-12
Miller, Russell, Sep-4
O'Connell, Kevin, Oct-15
Orlikoff, James E., May-14, Aug-24, Sep-8
Pahl, Marni, Apr-19
Paris, John J., Oct-15
Parker, Marcie, Jan-18
Parsons, Robert J., Aug-16
Phillips, Donald F., Apr-14
Plumer, Sandra, Apr-16
Polich, Cynthia L., Jan-18
Pratt, John R., Mar-16
Ringhouse, Gretchen D., May-13
Rock, Michael J., May-11
Roe, Benson B., Jul-6
Rosenberg, Sally A., Jun-18
Rozovsky, Fay A., Aug-12
Sabatino, Frank, Feb-10, Apr-8, Jul-4, Oct-4, Nov-4
Scavatto, Michael, Nov-8
Schlenker, Ralph, Jan-8
Schmeissing, Roy S., Jan-22
Shultz, Martin L., Oct-10
Smith, David H., Nov-16
Smith, John L., Sep-14
Smith, C. Thomas, Aug-19
Solberg, Timothy G., Jan-10
Spicer, Jerry, Jun-14
Stacey, Rulon F., Aug-16
Thompson, Richard E., Oct-16
Tibbitts, Samuel J., Feb-24
Totten, Mary K., May-14, Aug-24
Tyler, J. Larry, Nov-14
Umbdenstock, Richard, Jul-10
Ummel, Stephen L., Jun-4
Wesbury Jr., Stuart A, May-4
Wilensky, Gail, Mar-6
Williams III, Alexander H., May-4
Williams, James B, Oct-7
Yank, Gregory, Sep-12
Zuckerman, Alan, Dec-20

Classified Ads

Let a classified message in **TRUSTEE** work for you. The rate is $7.50 per type line (approximately 45 characters per line or line space). Minimum charge is $40 per insertion. Blind box numbers are $25 extra. 7-point display lines are $8.75 per line. 9-point display lines are $10.00 per line. Classified ad display rate: $121.00 one-time, $115 three-times, $109 six-times, and $104 twelve-times per column inch based on complete artwork or furnished negative. Ad or copy must be received 30 days before publication issue date (the 10th of every month). Send to **TRUSTEE CLASSIFIED, 737 N. Michigan Ave., Suite 700, Chicago, IL 60611.** Invoices will be sent upon publication.

MATTICE
& Associates

Specializing in Lab Profitability

- Lab Business Planning
- Profit Improvement
- CLIA '88 Compliance
- Marketing Programs
- Lab Management Services
- Joint Ventures, Acquisitions

Over 15 years of Laboratory Consulting Services

6133 NE 63rd Street ▪ P.O. Box 2965
Vancouver, WA 98668-2965
Phone: 503-249-7992 or 206-574-4683
Fax: 206-737-0761

INTERIM ADMINISTRATORS

CEO, COO and VP hospital administrators available for full-time on an interim basis. "Independent contractor" arrangement with highly qualified health care executives. Low cost flexible contract. Contact:

Stephen O'Connor
Professional Search Services
Michigan Hospital Association
6215 West St. Joseph Highway
Lansing, Michigan 48917
Phone: 517/323-3443

THE NATIONAL KIDNEY FOUNDATION, INC.

* REMEMBER TO SIGN AN ORGAN DONOR CARD AND TELL YOUR FAMILY OR LOVED ONES!

Index to Advertisers

Page No.

AHA Books ..... Cover 4, pp. 2,11, 21
AHA Division of Hospital Governance ..... Cover 3
Brim 14-15
HBE Corporation ..... Cover 4